

~~FOUO (Contains NATO
RESTRICTED Information)~~

Inspector General

United States
Department of Defense



Report No. D-2007-039
February 5, 2008

DoD Support to NATO International
Security Assistance Force

~~FOUO (Contains NATO
RESTRICTED Information)~~

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE 05 FEB 2008		2. REPORT TYPE		3. DATES COVERED 00-00-2008 to 00-00-2008	
4. TITLE AND SUBTITLE DoD Support to NATO International Security Assistance Force				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Department of Defense Inspector General, ODIG-AUD, 400 Army Navy Drive, Arlington, VA, 22202-4704				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 34	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

(U)

Additional Information and Copies

To request copies of this report, contact Mr. Michael J. Roark at (703) 604- [REDACTED] (DSN 664- [REDACTED]) or Ms. Mackensie E. Ryan at (703) 604- [REDACTED] (DSN 664- [REDACTED]).

Suggestions for Audits

To suggest ideas for or to request audits, contact the Office of the Deputy Inspector General for Auditing at (703) 604-9142 (DSN 664-9142) or fax (703) 604-8932. Ideas and requests can also be mailed to:

ODIG-AUD (ATTN: Audit Suggestions)
Department of Defense Inspector General
400 Army Navy Drive (Room 801)
Arlington, VA 22202-4704

DEPARTMENT OF DEFENSE

hotline

To report fraud, waste, mismanagement, and abuse of authority.

Send written complaints to: Defense Hotline, The Pentagon, Washington, DC 20301-1900
Phone: 800.424.9098 e-mail: hotline@dodig.mil www.dodig.mil/hotline

Acronyms (U)

ACO	Allied Command Operations
ACT	Allied Command Transformation
IA	Individual Augmentee
ISAF	International Security Assistance Force
JFC	Joint Force Command
JFTC	Joint Force Training Centre
JWC	Joint Warfare Centre
OMLT	Operational Mentoring and Liaison Team
RC	Regional Command



INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 22202-4704

February 5, 2008

MEMORANDUM FOR DIRECTOR, JOINT STAFF

SUBJECT: Report on DoD Support to NATO International Security Assistance Force
(Project No. D2007-D000LA-0016.000) (U)

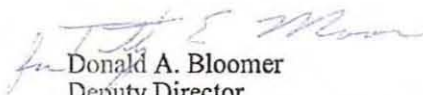
(U) We are providing this report for review and comment. We considered management comments on a draft of this report when preparing the final report.

(U) DoD Directive 7650.3 requires that all recommendations be resolved promptly. We request that the Director, Joint Staff provide comments on the recommendation by February 25, 2008.

(U) If possible, please send management comments in electronic format (Adobe Acrobat file only). Copies of the management comments must contain the actual signature of the authorizing official. We cannot accept the / Signed / symbol in place of the actual signature. If you arrange to send classified comments electronically, they must be sent over the SECRET Internet Protocol Router Network (SIPRNET).

(U) We appreciate the courtesies extended to the staff. Questions should be directed to Mr. Michael J. Roark at (703) 604-██████ DSN 664-██████ or Ms. Mackensie E. Ryan at (703) 604-██████ (DSN 664-██████). See Appendix D for the report distribution. The team members are listed on the inside back cover.

By direction of the Deputy Inspector General for Auditing:


Donald A. Bloomer
Deputy Director
Joint and Overseas Operations

~~FOUO (Contains NATO RESTRICTED Information)~~

~~FOUO (Contains NATO RESTRICTED Information)~~

THIS PAGE INTENTIONALLY LEFT BLANK (U)

~~FOUO (Contains NATO RESTRICTED Information)~~

Department of Defense Office of Inspector General

Report No. D-2008-039

February 5, 2008

(Project No. D2007-D000LA-0016.000)

**DoD Support to the NATO International Security
Assistance Force (U)**

Executive Summary (U)

(U) Who Should Read This Report and Why? DoD personnel who are responsible for supporting and participating in future training for International Security Assistance Force (ISAF) events should read this report. It discusses how DoD is supporting North Atlantic Treaty Organization (NATO) training centers, programs, and events for ISAF.

(U) Background. NATO is an alliance of 26 countries from North America and Europe committed to fulfilling the goals of the North Atlantic Treaty signed in Washington, D.C., on April 4, 1949. NATO provides a forum for North American and European countries to consult on security issues of common concern and take joint corrective action. NATO is an intergovernmental organization in which each member country retains its sovereignty. NATO decisions are made jointly by the member countries based on consensus.

(U) NATO ISAF was established in 2001 by the United Nations. The ISAF mission is to conduct military operations to assist the Government of Afghanistan in establishing and maintaining a safe and secure environment. NATO ISAF conducts these operations with the Afghan National Security Forces to assist in extending Government authority and influence, help with Afghanistan's reconstruction, and contribute to regional stability.

(U) Results. DoD has supported and stands ready to continue to support NATO ISAF training for headquarters, regional commands, and individuals based on NATO's ISAF training requirements identified in July 2006. Unless training requirements are continually updated to reflect changes in the composition of ISAF and the evolution of operations in Afghanistan, DoD may not be able to provide up-to-date training support to coalition forces to prepare them for duty in ISAF. Therefore, DoD should continuously work with NATO to update and validate training requirements (see the Finding section of the report for the detailed recommendations).

(U) Management Comments. The Director, Joint Staff did not provide comments to a draft of this report. We request that the Director, Joint Staff provide comments on the recommendation by February 25, 2008. Although not required to comment, the Deputy Joint Force Trainer, Operations, U.S. Joint Forces Command provided an update on training events that occurred after the completion of audit work. See the Finding section of the report for a discussion of management comments and the Management Comments section of the report for the complete text of the comments.

~~FOUO (Contains NATO RESTRICTED Information)~~

THIS PAGE INTENTIONALLY LEFT BLANK (U)

~~FOUO (Contains NATO RESTRICTED Information)~~

Table of Contents (U)

(U)

Executive Summary	i
Background	1
Objectives	3
Finding	
DoD Support to the Training of the NATO International Security Assistance Force	4
Appendixes	
A. Scope and Methodology	9
B. NATO Structure	11
C. Training of NATO ISAF	15
D. Report Distribution	20
Management Comments	
U.S. Joint Forces Command	23

~~FOUO (Contains NATO RESTRICTED Information)~~

THIS PAGE INTENTIONALLY LEFT BLANK (U)

~~FOUO (Contains NATO RESTRICTED Information)~~

Background (U)

(U) **NATO.** NATO is an alliance of 26 countries from North America and Europe committed to fulfilling the goals of the North Atlantic Treaty signed in Washington, D.C., on April 4, 1949. NATO provides a forum for member countries to consult on security issues of common concern and take joint action. NATO is an intergovernmental organization in which each member country retains its sovereignty, but decisions are made by consensus of the member countries.

(U) NATO operational forces are assigned to the alliance by member countries or contributed by partner countries¹ for carrying out a specific mission. NATO acts as a catalyst to generate the forces needed to meet requirements and allow member countries to participate in crisis management operations that they could not undertake on their own.

(U) NATO has two strategic commands: Allied Command Operations (ACO), located in Mons, Belgium, and Allied Command Transformation (ACT), located in Norfolk, Virginia.

(U) ACO plans and executes NATO operations through three subordinate commands: Joint Force Command (JFC) Brunssum, JFC Naples, and Joint Command Lisbon.

(U) ACT is responsible for:

- (U) conducting training and education programs that will provide leaders, specialists, and headquarters staffs that are trained in common NATO standards and are capable of operating efficiently in a joint military environment;
- (U) supporting the exercise requirements of ACO; and
- (U) leading the transformation of NATO military structures, forces, and capabilities.

(U) Within ACT, three subordinate organizations contribute to NATO training and transformation: the Joint Warfare Centre (JWC), the Joint Force Training Centre (JFTC), and the Joint Analysis and Lessons Learned Centre.

(U) For additional background information on NATO, see Appendix B.

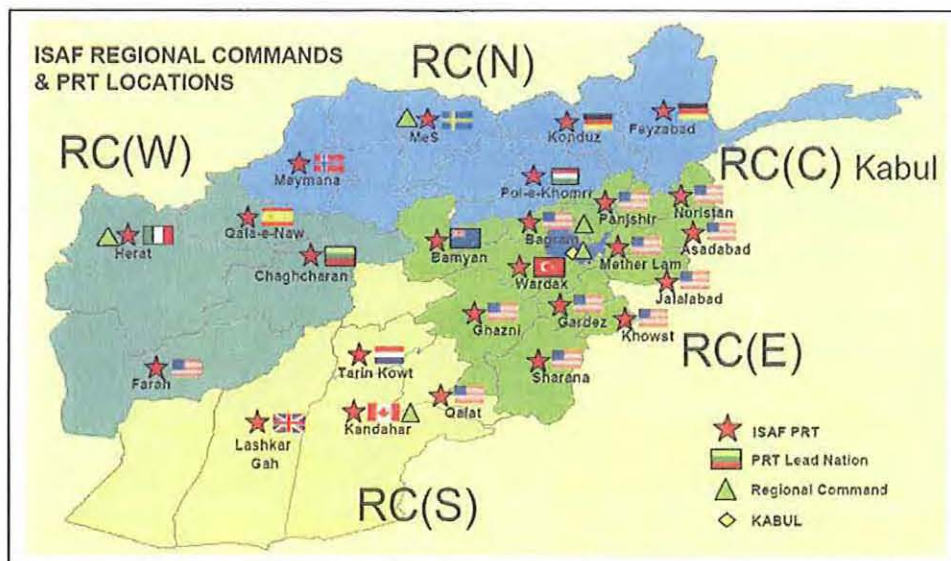
(U) **Operation Enduring Freedom-Afghanistan.** After the terrorist attacks on September 11, 2001, the United States launched Operation Enduring Freedom-Afghanistan, a counterterrorist operation in Afghanistan. Operation Enduring

¹ (U) A partner country supports and participates in NATO activities but is not one of the 26 countries committed to fulfilling the goals of the North Atlantic Treaty signed on April 4, 1949. For example, Austria is a partner country.

(U) Freedom is carried out under the authority of the Commander, U.S. Central Command, and is represented in Afghanistan by Combined Joint Task Force-82.

(U) ISAF. ISAF was established in 2001 by the United Nations. In August 2003, NATO assumed authority for the ISAF mission, which was limited to protecting Kabul, Afghanistan. In October 2003, the United Nations Security Council authorized expansion of the NATO mission beyond protecting the Regional Command (RC)-Capital in Kabul. In a phased process, ISAF expanded into other regions to protect RC-North (October 2004), RC-West (September 2005), and RC-South (July 2006). RC-East came under the protection of ISAF on October 5, 2006, completing the transition of all Afghanistan regions under ISAF protection.

(U) ISAF is under the command of ACO and its subordinate command, JFC-Brunssum. ISAF comprises a headquarters and five RCs that carry out the ISAF mission in their assigned geographic areas. As of March 2007, ISAF received force contributions from 37 countries,² totaling approximately 36,000 troops. The map below illustrates the ISAF RCs.



Source: NATO (U)

ISAF Regional Commands (U)

² (U) Non-NATO member countries have also contributed troops to ISAF.

(U) The mission of ISAF in Afghanistan is to:

- (U) conduct military operations in its assigned area of operations,
- (U) assist the Government of Afghanistan by working with Afghan National Security Forces to establish and maintain a safe and secure environment,
- (U) support the Government in extending its authority and influence,
- (U) aid Afghanistan's reconstruction, and
- (U) contribute to regional stability.

(U) DoD contributes to the ISAF mission by assisting NATO in conducting predeployment training, providing personnel to ISAF headquarters, providing forces to RC-East, leading 12 of the 25 Provincial Reconstruction Teams³ in Afghanistan, and providing access to U.S. training facilities. DoD assists NATO ISAF training at the ISAF headquarters, at ISAF RCs, and for individuals by providing support personnel (such as observers, trainers, teachers, and reservists), facilities, and logistics support.

Objectives (U)

(U) The overall audit objective was to evaluate DoD support to the NATO ISAF in Afghanistan. Specifically, we reviewed DoD support in training, communications, and interoperability. During the audit, we decided to focus on DoD support to NATO ISAF training. We reviewed communications and interoperability concerns only in relation to NATO ISAF training. See Appendix A for a discussion of the scope and methodology and prior coverage related to the objectives. See Appendix B for additional background on the structure and functions of NATO. See Appendix C for a detailed description of NATO ISAF training.

³ (U) Provincial Reconstruction Teams assist local authorities in reconstructing and maintaining security in a designated area.

DoD Support to the Training of the NATO International Security Assistance Force (U)

(U) DoD supported and stands ready to continue to support NATO ISAF training for headquarters, regional commands, and individuals based on NATO ISAF training requirements established in July 2006. Unless training requirements are continually updated to reflect changes in the composition of ISAF and evolving operations in Afghanistan, DoD may not be able to provide up-to-date support for training coalition forces to prepare them for duty in ISAF. Therefore, DoD should continuously work with NATO to update and validate training requirements.

Criteria (U)

(U) We determined, and an official in the Office of the U.S. Mission to NATO confirmed, that there is no single document or agreement that states what the United States agreed to provide NATO to support ISAF. NATO has an established process for requesting contributions of forces from member and contributing nations. According to a U.S. Joint Staff official, when NATO submits a request for forces, the Joint Staff routes, staffs, and approves the request through the established U.S. force-generation process. A NATO ACT official stated that requests for U.S. Joint Forces Command support for ISAF training are approved by officials at various levels in NATO ACT or U.S. Joint Forces Command, depending on the complexity of the request.

(U) A U.S. Joint Staff official stated that the NATO ISAF Combined Joint Statement of Requirements establishes the overall force structure for ISAF. Based on that force structure, NATO is responsible for developing ISAF training.

~~(NR)~~



~~(NR)~~




~~(NR)~~ [REDACTED]

~~(NR)~~ [REDACTED]

DoD Support to ISAF Training (U)

(U) DoD successfully supports NATO in satisfying its ISAF training requirements, which were established in July 2006, by providing observer/trainers, support personnel, access to U.S. training facilities, logistics support, teachers, and U.S. reservists. NATO officials provided positive feedback on the ISAF training support provided by DoD through February 2007, stating that DoD provides training capabilities and facilities that NATO does not have. The U.S. Joint Forces Command assists NATO ACT in planning and conducting ISAF training; the U.S. European Command makes its facilities available to train NATO personnel.

~~(NR/RESTRICTED PEP)~~ [REDACTED]

~~(NR)~~ [REDACTED]

⁴ ~~(NR)~~ [REDACTED]

⁵ ~~(NR)~~ [REDACTED]

~~(U)~~ [REDACTED]

(U) **Individual Training.** DoD, in partnership with the German Government, supports the NATO School by providing support personnel, facilities, and help with logistics. The NATO School conducts education and training for individuals on current and emerging NATO concepts and policy. In "HQ ISAF Individual Augmentee Training Course" (hereafter the Individual Training Memorandum), dated March 16, 2007, JFC-Brunssum invited ISAF contributing countries to participate in an ISAF headquarters individual augmentee (IA)⁶ predeployment course. The course was conducted at the NATO School in Oberammergau, Germany, June 11-15, 2007. The course provided information on the ISAF mission, complemented national deployment preparation, and facilitated staff integration in theater.

(U) **Other DoD Support.** According to a NATO ACT official, DoD contributes 266 reservists to NATO ACT to support NATO training. Using reservists offers enhanced capabilities for training; provides a fully integrated, ready, and trained team; and helps develop a cooperative partnership with NATO. U.S. personnel assigned to the JWC and JFTC stated that the program was beneficial in supporting NATO training activities, including ISAF training events.

(U) For additional details on DoD support to ISAF training, see Appendix C.

ISAF Training Requirements (U)

(U) NATO acknowledges in its ISAF training requirements Memorandum that requirements are evolving because of recent changes in the composition of ISAF headquarters and the nature of operations in Afghanistan. The Memorandum states that current training requirements for ISAF are not meant to be definitive, but rather to evolve with the mission.

(U) A number of critical events have occurred in the last year and a half that have had a significant effect on ISAF training: NATO training requirements for ISAF were issued in July 2006, the ISAF mission completed its transition to NATO control in October 2006, and the first ISAF composite headquarters staff deployed in February 2007. Thus, developing ISAF training has been a dynamic process.

(U) The new composite ISAF headquarters staff comprises three distinct training audiences: the command group and key leaders (approximately 50 personnel), the standing headquarters staff (approximately 170 personnel), and IAs (approximately 650 personnel). The new composite structure relies heavily on IAs, the largest component of the ISAF headquarters staff. IAs, rather than large groups, rotate in and out of the headquarters. Reliance on individuals from many countries rather than on a unit from a single country to serve at ISAF headquarters makes mission rehearsal training vital. The IAs meet and learn to work

⁶ (U) An IA is assigned to a temporary position to augment staff during contingencies.

(U) together in an operational environment. The mission rehearsal training prepares IAs to function at the ISAF headquarters in Afghanistan.

(U) Although the July 2006 Memorandum did not detail training requirements for IAs, NATO recognized the need to train them and began to develop training courses. In February 2007, the JWC conducted the first ISAF IA training event. The Individual Training Memorandum described the development of a new training course for IAs assigned to ISAF headquarters. That course was conducted at the NATO School in June 2007. Subsequent sessions of the course were planned for October 2007 and for each quarter in 2008. In addition, a NATO ACT official stated that JFC-Brunssum leadership is reviewing ISAF training requirements for IAs.

(U) [REDACTED]

(U) An assessment of the first training for the new composite headquarters staff would validate training requirements for ISAF headquarters. The composite structure refers to the use of IAs, not an existing headquarters unit, to fill most staff positions at ISAF headquarters. The assessment would determine whether requirements issued in July 2006 remain adequate to properly train ISAF headquarters personnel, including IAs, and determine which lessons learned from the activities of the new command should be incorporated into future ISAF headquarters training.

Conclusion (U)

(U) ISAF training requirements need to be continually updated so DoD can effectively assist NATO in training forces for duty in Afghanistan. NATO acknowledged in its ISAF training requirements Memorandum that requirements are evolving as the mission and structure of ISAF change. If training requirements for IAs serving at ISAF headquarters remain undefined and IAs do not attend training, IAs will arrive in Afghanistan untrained and will spend the beginning portion of their deployment in on-the-job training. This delay, which will put unnecessary strain on ISAF headquarters staff, could be eliminated by predeployment training based on up-to-date training requirements. Therefore, DoD should continue to work with NATO to identify and develop training requirements that will adequately prepare future members of ISAF for

(U) deployment. Unless training requirements are reviewed continually, ISAF training may not be fully representative of what the staff will face in Afghanistan, limiting the effectiveness of ISAF.

Management Comments on the Finding and Audit Response (U)

(U) Although not required to comment, the Deputy Joint Force Trainer, Operations, U.S. Joint Forces Command provided the following comments on the finding. For the full text of U.S. Joint Forces Command comments, see the Management Comments section of the report.

(U) **U.S. Joint Forces Command Comments.** The Deputy Joint Force Trainer, Operations, U.S. Joint Forces Command recommended updating sentences in the report that discuss the timing of ISAF training events. The command also recommended inserting text about online training that it planned to offer beginning in October 2007.

(U) **Audit Response.** We considered the Deputy Joint Force Trainer, Operations, U.S. Joint Forces Command's comments to the draft report when preparing the final report. We updated the report to reflect the training events that occurred after our audit work.

Recommendation (U)

(U) We recommend that the Director, Joint Staff, through the National Military Representative at Supreme Headquarters Allied Powers Europe, work with the North Atlantic Treaty Organization to advocate for continuous review and update of International Security Assistance Force training requirements to reflect changes in the composition of the force and the evolving nature of operations in Afghanistan. At a minimum, the Director, Joint Staff should:

1. (U) Assess the performance of the first group trained as an International Security Assistance Force composite headquarters staff to determine whether training requirements are adequate.

2. (U) Update the International Security Assistance Force training requirements as needed to reflect the growing importance of Individual Augmentees at International Security Assistance Force headquarters.

Management Comments Required (U)

(U) The Director, Joint Staff did not provide comments to the draft report. Management comments to the final report are requested by February 25, 2008.

Appendix A. Scope and Methodology (U)

(U) We conducted this performance audit from December 2006 through June 2007 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

(U) Our overall objective was to evaluate DoD support to NATO ISAF in Afghanistan. Specifically, we planned to review DoD support in training, communications, and interoperability. During the audit we decided to focus on DoD support to NATO ISAF training. Communications and interoperability concerns were reviewed only in relation to NATO ISAF training.

(U) To develop an understanding of how DoD supports NATO ISAF training, we visited, contacted, and conducted interviews with officials from the following organizations.

- (U) Under Secretary of Defense for Policy;
- (U) Joint Staff;
- (U) U.S. European Command, Stuttgart, Germany; U.S. Army Europe, Heidelberg, Germany; and Joint Multinational Readiness Center, Hohenfels, Germany;
- (U) U.S. Joint Forces Command, Norfolk, Virginia; and NATO School, Oberammergau, Germany;
- (U) U.S. Central Command, Tampa, Florida;
- (U) U.S. Army 10th Mountain Division, Fort Drum, New York; Center for Army Lessons Learned, Fort Leavenworth, Kansas; and National Simulation Center, Fort Leavenworth, Kansas;
- (U) Marine Corps Center for Lessons Learned, Quantico, Virginia; and
- (U) NATO Headquarters, Brussels, Belgium; NATO Supreme Headquarters Allied Powers Europe/ACO, Mons, Belgium; NATO Allied Command-Transformation, Norfolk, Virginia; NATO JFC-Brunssum, Brunssum, Netherlands; NATO JWC, Stavanger, Norway; NATO JFTC, Bydgoszcz, Poland; and NATO Joint Analysis and Lessons Learned Centre, Lisbon, Portugal.

(U) We reviewed guidance and documentation dated November 2002 through June 2007, including the JFC-Brunssum memorandum "Training Requirements for ISAF," July 27, 2006, to determine NATO ISAF training requirements. We reviewed JFC-Brunssum memorandum, "HQ ISAF Individual Augmentee

(U) Training Course," March 16, 2007, to determine NATO plans for developing a pilot IA course at the NATO School. We reviewed NATO "Bi-Sc Directive 75-3 (Interim)," February 15, 2006, to determine NATO policy for training exercises. We reviewed the "NATO Handbook," 2006, to document the structure, functions, and responsibilities of NATO organizations.

(U) We researched a project on DoD support to NATO from October 2006 to December 2006. During this time we gathered documentation and interviewed personnel to support our research project objective, which resulted in this audit "DoD Support to NATO International Security Assistance Force."

(U) **Use of Computer-Processed Data.** We did not use computer-processed data to perform this audit.

(U) **Government Accountability Office High-Risk Area.** The Government Accountability Office has identified several high-risk areas in DoD. This report does not provide coverage of a high-risk area.

Prior Coverage (U)

(U) No prior coverage has been conducted on DoD support to NATO training during the last 5 years.

Appendix B. NATO Structure (U)

NATO Political and Military Components (U)

(U) NATO is both a political and a military entity. The principal policy and decision-making institutions of NATO are the North Atlantic Council, the Defence Planning Committee, and the Nuclear Planning Group. The decisions made by these bodies represent the agreed policy of the member countries. The Defence Planning Committee and the Nuclear Planning Group are not further addressed in this appendix, as they were not applicable to the audit objective.

(U) **North Atlantic Council.** The North Atlantic Council has political authority and powers of decision. The Council consists of permanent representatives of all member countries. The North Atlantic Council is the only body in NATO that derives its authority explicitly from the North Atlantic Treaty. The North Atlantic Council provides a unique forum for wide-ranging consultation among member governments on all issues affecting their security and is the most important decision-making body in NATO. Decisions of the Council are the expression of the collective will of member governments arrived at by common consent.

(U) **Military Structure.** The military structure of NATO consists of the Military Committee, two strategic commands (ACO and ACT), and the Military Command Structure. The following paragraphs describe the aspects of the military structure that were pertinent to our audit objective.

(U) **Military Committee.** The Military Committee is the senior military authority in NATO. The Military Committee is responsible for overseeing the development of NATO military policy and doctrine and for providing guidance to the NATO strategic commanders. The U.S. Delegation to the NATO Military Committee reports to the Joint Staff.

(U) **ACO.** The ACO plans and executes the operations that the North Atlantic Council has agreed to undertake. ACO has three operational commands: two JFCs in Brunssum, Netherlands, and Naples, Italy, and a third, more limited Joint headquarters in Lisbon, Portugal. The two JFCs have subordinate land, sea, and air component commands.

(U) **ACT.** The ACT is responsible for:

- (U) conducting training and education programs to provide leaders, specialists, and headquarters staffs that are trained to common NATO standards and are capable of operating efficiently in a joint military environment;
- (U) supporting the exercise requirements of ACO throughout the planning, execution, and assessment phases;

- (U) leading the transformation of NATO military structures, forces, and capabilities; and
- (U) exploring concepts and promoting doctrine development.

(U) The ACT is located in Norfolk, Virginia, and has close ties to the U.S. Joint Forces Command. Within ACT, three subordinate organizations contribute to NATO training and transformation. JWC, located in Stavanger, Norway, promotes and conducts NATO experimentation, analysis, and doctrine development to foster transformation and improve NATO capabilities and interoperability. JFTC, located in Bydgoszcz, Poland, conducts joint and combined training at the tactical level. JFTC offers courses and its staff deploys to assist in the training of NATO and partner forces. NATO Joint Analysis and Lessons Learned Centre, located in Portugal, conducts analyses of real-world joint military operations and exercises, establishes and maintains a lessons learned database, and monitors the associated remedial action process.

(U) **Military Command Structure.** The Military Command Structure is the mechanism that enables NATO military authorities to command and control the forces assigned to them for joint operations.

NATO ISAF Components (U)

(U) The mission of NATO ISAF is to conduct military operations to assist the Government of Afghanistan in establishing and maintaining a safe and secure environment with the full engagement of Afghan National Security Forces, and to extend Government authority and influence, thereby facilitating Afghanistan's reconstruction and contributing to regional stability. ISAF features troop contributions from 37 nations and has a total strength of approximately 36,000.

(U) **ISAF Headquarters Staff.** The ISAF headquarters staff was originally drawn from a single country. Now ISAF X headquarters staff members are drawn from the NATO standing headquarters, NATO member countries, and other countries that contribute to the mission. The transition to a composite structure was marked by the naming of a new commander on February 4, 2007. Personnel in the headquarters rotate in and out continuously, enhancing continuity of operations.

(U) **ISAF Regional Commands.** ISAF comprises five RCs: Capital, South, West, North, and East. As of March 2007:

- (U) RC-Capital, headquartered in Kabul, was led by France;
- (U) RC-South, headquartered in Kandahar, was led by the Netherlands;
- (U) RC-West, headquartered in Herat, was led by Italy;

- (U) RC-North, headquartered in Mazar-e-Sharif, was led by Germany; and
- (U) RC-East, headquartered in Bagram, was led by the United States.

(U) **Provincial Reconstruction Teams.** The role of Provincial Reconstruction Teams is to assist the local authorities in reconstructing and maintaining security in a designated area. There are 25 Provincial Reconstruction Teams in Afghanistan that report to their respective RC.

DoD Commands Supporting NATO ISAF (U)

(U) The following DoD organizations support NATO in carrying out its ISAF training functions.

(U) **U.S. European Command.** The U.S. European Command, a geographic combatant command located at Patch Barracks in Stuttgart, Germany, has an area of responsibility that includes more than 90 countries in Europe and Africa. The command is responsible for maintaining ready forces; enhancing transatlantic security through its support of NATO; and promoting regional stability while countering terrorism. U.S. European Command component commands include U.S. Army Europe, Heidelberg, Germany; U.S. Naval Forces Europe/U.S. Sixth Fleet, Naples, Italy; U.S. Air Forces Europe, Ramstein, Germany; U.S. Marine Forces Europe, Stuttgart, Germany; and Special Operations Command Europe, Stuttgart, Germany.

(U) The U.S. Army Europe's training staff is responsible for managing the training of joint and combined NATO and Service Component forces. The U.S. Army Europe's Joint Multinational Training Center is the command element for the training facilities in Grafenwoehr and Hohenfels, Germany. The Joint Multinational Readiness Center, located in Hohenfels, provides U.S. and coalition troops with joint and combined arms training. The Joint Multinational Readiness Center supports NATO by providing OMLT training, special operations forces training, an urban breach course, and a live-fire course on countering improvised explosive devices.

(U) **U.S. Joint Forces Command.** The U.S. Joint Forces Command is responsible for the transformation of U.S. military capabilities. The command develops joint operational concepts, tests the concepts through rigorous experimentation, educates joint leaders, trains joint task force commanders and staffs, and recommends joint solutions to the Services to better integrate their warfighting capabilities. The U.S. Joint Forces Command seeks the coherent integration of military capabilities with other elements of national and allied power, such as NATO. The joint force concept for development and experimentation is an inherent component of its mission.

(U) **NATO School.** The NATO School, located in Oberammergau, Germany, conducts individual, operational-level education and training on NATO current and emerging strategy, concepts, doctrine, policy, and procedures to improve the operational effectiveness of NATO. The NATO School is under the operational

(U) control of the Supreme Allied Commander-Transformation in Norfolk, Virginia; the U.S. Joint Forces Command and Germany are responsible for contributing facilities and logistics support.

(U) U.S. Central Command. The U.S. Central Command, a geographical combatant command, headquartered at MacDill Air Force Base, Tampa, Florida, was formally established in January 1983. The U.S. Central Command is responsible for 27 countries that stretch from the Horn of Africa throughout the Arabian Gulf Region and into Central Asia. The U.S. Central Command conducts joint and combined operations in its area of responsibility to defeat adversaries, promote regional security and stability, support allies, and protect vital U.S. interests. For the Operation Enduring Freedom mission in Afghanistan, Combined Joint Task Force-82 reports to the Commander, U.S. Central Command.

Appendix C. Training of NATO ISAF (U)

~~(NR)~~ [REDACTED]

ISAF Headquarters Training (U)

~~(U//Releasable PEP)~~ [REDACTED]

~~(NR)~~ Requirements. [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

~~(U//Releasable PEP)~~ [REDACTED]

~~(U//Releasable PEP)~~ [REDACTED]

~~(U//Releasable PEP)~~ [REDACTED]

- ~~(NU/Releasable PFP)~~ [REDACTED]
- ~~(NU/Releasable PFP)~~ [REDACTED]
- ~~(NU/Releasable PFP)~~ [REDACTED]
- ~~(NU/Releasable PFP)~~ [REDACTED]

~~(NU/Releasable PFP)~~ [REDACTED]

(U) **DoD Support.** U.S. Joint Forces Command officials stated that they began supporting the JWC ISAF IX Mission Rehearsal Training event in March 2006. At the request of the JWC Chief of Staff, the U.S. Joint Forces Command provided three functional area observer/trainers.

(U) In October 2006, the U.S. Joint Forces Command provided support to the JWC ISAF X Mission Rehearsal Training in Stavanger, Norway. ISAF X conducted a 2-week training event comprising mission-focused lectures and battle staff training that culminated in a command post exercise. Based on a request from the ACT, the U.S. Joint Forces Command provided 26 personnel to help with training for scenario development/control, simulations, communications, senior mentor/observer/trainers, and special operations. The 82nd Airborne Division provided seven additional personnel to play the role of RC-East.

(U) For the November 2007 ISAF XI Mission Rehearsal Training in Stavanger, Norway, the U.S. Joint Forces Command was to provide similar support for development/control, simulations, communications, senior mentor/observer/trainers, and special operations. This rehearsal was to be the primary predeployment training for the staffs of ISAF XI headquarters and RC-South. The 101st Airborne Division had planned to send personnel to play the role of RC-East.

ISAF RC and OMLT Training (U)

~~(NU)~~ [REDACTED]

~~(NU)~~ [REDACTED]

(S) [REDACTED]

(U) **OMLT Training.** ISAF nations have created OMLTs that help train the Afghan National Army. Specifically, OMLTs are responsible for coaching, teaching, and mentoring the Afghan National Army; assisting in planning and executing combat operations; facilitating cooperation between Afghan National Army units and ISAF partner units; and acting as RC liaison to Afghan National Army units and staffs.

(U) The JFTC forms the command and control element for OMLT training, which is conducted at the U.S. Army Europe's Joint Multinational Readiness Center in Hohenfels, Germany. For OMLT training, the JFTC coordinates with JFC-Brunssum for content, and the Joint Multinational Readiness Center for scheduling and execution.

(S) [REDACTED]

- (S) [REDACTED]
- (S) [REDACTED]
- (S) [REDACTED]
- (S) [REDACTED]

(U) The OMLT III training event was held January 25-February 7, 2007, at the Joint Multinational Readiness Center. Six countries sent participants: United Kingdom, Canada, France, Germany, Croatia, and the Netherlands. An official from the Joint Multinational Readiness Center stated that an OMLT comprises members of only one country; thus, six OMLTs were trained. Forces from Afghanistan were also sent to train alongside the OMLTs. Additional OMLT training was to occur in August 2007 and January 2008.

(U) **DoD Support.** DoD supports the JFTC by permitting it to use U.S. Army Europe training facilities, such as at the Joint Multinational Training Center and the Joint Multinational Readiness Center. NATO use of U.S. Army Europe training facilities is based on the NATO Status of Forces Agreement.

(U) Officials at the Joint Multinational Command Training Center identified support for several ISAF training events, including an RC-Capital event in June 2006 and an RC-South event in September 2006. Several ISAF training events were conducted at the Joint Multinational Readiness Center, including three OMLT events.

(U) According to officials at the U.S. Joint Forces Command, they are expanding their support for ISAF RC training. For the JFTC March 2007 RC-South training

(U) held at Northwood, United Kingdom, the U.S. Joint Forces Command and the U.S. Special Operations Command provided expertise relating to intelligence support, personnel recovery, and special operations.

ISAF Unit Training (U)

~~(NR)~~ [REDACTED]

Individual Training (U)

~~(NR)/Releasable to PEP~~ [REDACTED]

~~(NR)/Releasable to PEP~~ [REDACTED]

~~(NR)~~ [REDACTED]

(U) **Provincial Reconstruction Team Training.** In addition, the NATO School developed a Provincial Reconstruction Team training course. Sponsors are responsible for training the Provincial Reconstruction Teams; however, the NATO School offers a Provincial Reconstruction Team course to assist with the training.

~~(NR)~~ [REDACTED]

- ~~(NR)~~ [REDACTED]
- ~~(NR)~~ [REDACTED]
- ~~(NR)~~ [REDACTED]

(U) The purpose of the Provincial Reconstruction Team course is to inform and familiarize selected staff with Afghanistan, ISAF, and Provincial Reconstruction Team operations and procedures before deployment. The NATO School scheduled four Provincial Reconstruction Team courses for 2007, with a capacity of 50 students per class.

(U) **DoD Support.** In June 2003, ACT assumed responsibility for operational control of the NATO School. Germany and the U.S. Joint Forces Command contribute facilities and logistics support and provide the school with faculty and staff members. Although the NATO School's budget largely depends on tuition and fees from students, the school receives some funding from DoD to support the U.S. contingent.

Appendix D. Report Distribution (U)

(U)

Office of the Secretary of Defense

Under Secretary of Defense for Policy
Under Secretary of Defense (Comptroller)/Chief Financial Officer
Deputy Chief Financial Officer
Deputy Comptroller (Program/Budget)
Director, Program Analysis and Evaluation

Joint Staff

Director, Joint Staff

Department of the Army

Auditor General, Department of the Army
Commanding General, 10th Mountain Division
Center for Army Lessons Learned
Joint Multinational Readiness Center

Department of the Navy

Naval Inspector General
Auditor General, Department of the Navy
Marine Corps Center for Lessons Learned

Department of the Air Force

Assistant Secretary of the Air Force (Financial Management and Comptroller)

Combatant Commands

Commander, U.S. Northern Command
Commander, U.S. Southern Command
Commander, U.S. Joint Forces Command
Inspector General, U.S. Joint Forces Command
Commander, Joint Warfighting Center
Commander, U.S. Pacific Command
Commander, U.S. European Command
Commander, U.S. Army Europe
Commander, U.S. Central Command
Commander, U.S. Transportation Command

Commander, U.S. Special Operations Command
Commander, U.S. Strategic Command

Other Defense Organizations

U.S. Permanent Representative to the North Atlantic Treaty Organization
U.S. Delegation to the North Atlantic Treaty Organization Military Committee
U.S. National Military Representative to Supreme Headquarters Allied Powers, Europe
U.S. Representative, North Atlantic Treaty Organization, Supreme Allied Command,
Transformation

Congressional Committees and Subcommittees, Chairman and Ranking Minority Member

Senate Committee on Appropriations
Senate Subcommittee on Defense, Committee on Appropriations
Senate Committee on Armed Services
Senate Committee on Homeland Security and Governmental Affairs
House Committee on Appropriations
House Subcommittee on Defense, Committee on Appropriations
House Committee on Armed Services
House Committee on Oversight and Government Reform
House Subcommittee on Government Management, Organization, and Procurement,
Committee on Oversight and Government Reform
House Subcommittee on National Security and Foreign Affairs,
Committee on Oversight and Government Reform

~~FOUO (Contains NATO RESTRICTED Information)~~

THIS PAGE INTENTIONALLY LEFT BLANK (U)

~~FOUO (Contains NATO RESTRICTED Information)~~

U.S. Joint Forces Command Comments (U)

Final Report
Reference



DEPARTMENT OF DEFENSE
UNITED STATES JOINT FORCES COMMAND
JOINT WARFIGHTING CENTER
115 LAKE VIEW PARKWAY
Suffolk, Virginia 23435

JT-03/J7
22 Aug 07

MEMORANDUM FOR INSPECTOR GENERAL, USJFCOM

Subject: J7 / JWFC Response to COS Tasker J02-2846-07/DoDIG NATO Draft / 20 Aug 07

1. In response to COS Tasker J02-2846-07/DoDIG NATO Draft / 20 Aug 07, J7 JWFC provides the following:

1.a. In the "Individual Training" paragraph on p. 6 (next to last sentence): Change "was scheduled to be conducted" to "was conducted".

1.b. First paragraph on p. 7 (third and fourth sentences): Change "which was scheduled to be conducted" to "which was conducted" and change "Subsequent sessions of the course are planned for September 2007, ..." to "Subsequent sessions of the course are planned for October 2007, ...".

1.c. In the "ISAF Headquarters IA Training" paragraph under "Individual Training" on p. 18 (last four sentences): Change "will be conducted" to "was conducted", "will complement" to "complements", "will provide" to "provides", and "primarily training audience will be" to "primary training audience is".

1.d. Add at the end of the first paragraph on p. 7: "IAs not able to attend the course at the NATO School will be able to complete an online course being developed by USJFCOM's Joint Knowledge Development and Distribution Capability (JKDDC) in coordination with ACT and the NATO School. The first 18 hours of the online course will be available to IAs in October 2007, and additional online content may be developed as required."

1.e. Add at the end of the "ISAF Headquarters IA Training" paragraph under "Individual Training" on p. 18: "IAs not able to attend the quarterly convenings of the NATO School course will complete the online training course that will be available in October 2007."

2. POC this action is [REDACTED] (757) 203-[REDACTED]

WILLIAM N. BROWN
Executive Officer
Deputy Joint Force Trainer, Operations

Revised
Page 6

Revised
Page 7

Revised
Page 18

~~FOUO (Contains NATO RESTRICTED Information)~~

THIS PAGE INTENTIONALLY LEFT BLANK (U)

~~FOUO (Contains NATO RESTRICTED Information)~~

(U)

Team Members

The Department of Defense Office of the Deputy Inspector General for Auditing, Readiness and Operations Support prepared this report. Personnel of the Department of Defense Office of Inspector General who contributed to the report are listed below.

Robert F. Prinzbach II
Donald A. Bloomer
Michael J. Roark
Jeffrey C. Brown
Mackensie E. Ryan
Todd L. Truax
Ryan L. Fisher
Megan E. Goodman
Allison E. Tarmann

~~FOUO (Contains NATO
RESTRICTED Information)~~



Inspector General Department of Defense

~~FOUO (Contains NATO
RESTRICTED Information)~~